



Institute of Water Administration
ABN 96 103 789 875
Annual Report 2020/21



**Institute of Water
Administration**

Annual Report **2020/21**





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About Us

History

The Institute of Water Administration Inc. (IWA) has a proud history, commencing life as a group of Water and Sewerage Trust Secretaries in Gippsland getting together in 1967 to share ideas and experiences to improve their individual and collective administrative capability and performance.

The IWA's primary objective is to advance the standards of management within the water sector and making an active contribution to the future directions of the industry. We do this by having a strong vision and framework that connects our industry and our people, to collectively work on current and future challenges that will create an agile industry that will continue to benefit the community and the environment.

IWA VISION			
We exist to help the sector adapt to challenges now and in the future, broaden awareness of industry issues, and develop our people for the benefit of the community and the environment.			
We bring people together to build connections, and create forums to enable our people to be heard, influence, lead, learn and make an impact			
We Do this Through			
Special Interest Groups	Functions (Dinners)	Conferences	Development Awards
Connecting practitioners to explore industry wide issues, solve problems, and build networks	Celebrating, building networks across leadership levels and organisations	Creating forums to expand and develop our people, build networks across leadership levels and organisations	Offering awards that promote and develop our people
Offering			
11 special Interest groups: <ul style="list-style-type: none"> • Corporate Governance • Customer Service • Educators • Energy & Greenhouse • Environment • Executive Assistants • Finance • Human Resources • Information Technology • PR/Communications • Technical Services 	Celebrations to acknowledge the achievements of the IWA and recognise the SIGs Acknowledge those who have played a significant role in the Water Industry ie Laurie Gleeson Dinner	Conferences and Virtual Preliminary speakers at SIG events	Sponsor the WIOA Operators Award Laurie Gleeson Development Award



To ensure that the IWA continues to meet the needs of our members and the wider industry we are constantly reviewing our service offering to ensure we stay relevant in these changing and often virtual times.

This year the board carried out a survey of its members and received extremely positive feedback on how successful the Special Interests Groups are connecting practitioners to explore industry wide issues, solve problems and build networks. We also received strong feedback on the value of a mixture virtual and face to face events. The IWA will continue to evolve our services in line with our vision to meet the needs of our members.

The IWA's services are achieved through a Board consisting of up to twelve elected representatives in addition to a nominated Treasurer and Secretary from amongst the Victorian water industry. The Board members volunteer their time and expertise in order to deliver the IWA's services.

The IWA is a not for profit association and has strong links to both the Victorian Water Industry Association and the Victorian branch of the Australian Water Association.



President's Annual Report 2020/21

A year of Connecting Virtually

I am privileged and proud to present the 2020/21 IWA Annual Report to our members.

The IWA exists to help the water sector adapt to challenges now and into the future, broaden awareness of industry issues and develop our people for the benefit of the community and the environment.

We bring people together to build connections and create forums to enable our people to be heard, influence, lead, learn and make an impact.

Although it was a challenging year with many of our members being in and out of Covid lockdown I was impressed by the IWA Special Interest Groups (SIGs) who through the use of technology, were able to run three virtual meetings this year. We saw increased participation of 20% over the 19/20 year reflecting the success of this medium in bringing people together. We also saw the introduction of the Environment SIG this year which brings our SIG network to 11.

I would like to thank the SIG Conveners for their hard work and leadership and drive to continue to meet the needs of their groups from both a technical and socially connected perspective, which was incredibly important this year. I encourage you all to read the highlights from the SIG meetings contained within this Annual Report.

Our three plenary sessions provided the industry with some thought-provoking topics to help the water sector adapt to today's challenges, as PwC provided insights into the future of work post Covid and Victor Perton reminded us of the Importance of Optimism and Innovations. We rounded out the year with PwC's Going Circular session and discussion on the opportunities Australia and the water authorities have to transition to a more circular country.

We surveyed our members this year with 97% of respondents telling us we were successful in "Connecting practitioners to explore industry wide issues, solve problems and build networks", which in a year where all events were virtual is a significant achievement. They also appreciated the combination of virtual and face to face events, offering the ability to increase involvement in SIG events as well as building connections within the industry. The IWA looks forward to bringing a combination of events to our members in 2021/22.

I would like to thank the 18 Victorian Water Corporations and our individual Members for their ongoing support. Without the support of our members, the IWA would not be able to provide services that support the growth and development of all Victorian Water industry employees through our special interest groups.

As a volunteer organisation I would also like to thank our partners and sponsors. Our partners VicWater led by Peter Morrison and AWA who collectively create a thriving connected water industry. I also want to acknowledge PwC our Strategic Sponsor for 2021, who provided insightful presenters for our plenary sessions that continue to challenge our thinking for the future prosperity of the industry. Also Russell Kennedy Lawyers who assisted us in reviewing of operating rules.

This year we also farewelled some of our Board members in Peter Quinn, Ian Johnson, and Sarah Johnston. All three were long-term board members of the IWA and on behalf of the Board, I would like to thank them all for their dedication and passion over the years. Their legacy is a strong organisation that serves the water sector and a water industry that is heard, influences



and makes an impact.

The success of the IWA during 20/21 has only been possible thanks to the hard work, vision and passion for the water industry provided by my fellow Board Directors, Sarah Cummins (Vice President), Dona Tantirimudalige, Paul O'Donohue, Peter Robinson, Gavin O'Neil, George Wall and new directors, Christina Bassani, Andrew Jeffers and Craig Heiner. I would personally like to thank Sam Fisher IWA secretary, David Thomas IWA Treasurer and Lauren Vines Events Coordinator for supporting the administration of the Board and ensuring our events were a success.

Finally, I would like to thank all IWA members for the privilege of being the 2020/21 IWA President as I hand over the reins to Sarah Cummins as the incoming President. I know Sarah will do an outstanding job as the IWA continues to provide an avenue for collaboration and leadership for the water industry.

A handwritten signature in black ink, appearing to read 'C. Quick', is written in a cursive style.

Charmaine Quick
IWA Board President 2020-21





IWA Board 2019/20

- PRESIDENT:** **Charmaine Quick** BEng(Civil), MBA Env.Sc, GAICD, MIWA
Managing Director
Goulburn-Murray Water
- SECRETARY:** **Samantha Fisher** BA, Dip (L'ship & Mgt), Cert Governance Practice
Executive Assistant
Greater Western Water
- TREASURER:** **David Thomas** CPA, BComm, SA Fin, GAICD, FIWA
Manager Finance
Greater Western Water
- MEMBERS:** **Dona Tantirimudalige** BEng (Hons) M. Public Policy & Mgt. MAICD, MIWA
General Manager – Distribution Services
Yarra Valley Water
- Sarah Johnston** BCom, BLaw, CPA, GAICD, FIWA
Manager People, Diversity and Inclusion
East Gippsland Water
(resigned from IWA Board 15 December 2020)
- Paul O'Donohue** Grad Dip (BM), BA (Mgt), Dip (L'ship) FIWA, GAICD
Managing Director
Central Highlands Water
- Peter Robinson** BEng(Civil), Grad Dip Business (Marketing), Grad Dip Ind. Rel, FIWA, Life Member AWA
Director
PT3B Consulting Pty Ltd
- Sarah Cumming** B.A., LLB (Hons), EMBA, GAICD
Managing Director
Gippsland Water
- George Wall** BTech (Dist), GAICD
Managing Director
Water Industry Operators Association
- Gavan O'Neill** B.Sc
General Manager, Customer and Strategy
Melbourne Water



Craig Heiner BBus(Acc), MBA, DipEd, GAICD
Managing Director
North East Water

Christina Bassani BBus, MeELead, GAICD
General Manager, People & Customers
Goulburn Valley Water

Andrew Jeffers B Eng (Civil), M Eng (Env), MBA, GAICD
Managing Director
Wannon Water



2020/21 IWA Overview



IWA Plenary Session & SIG Meetings – November 2020

The IWA's plenary session and SIG meetings were held on 19 November and were run virtually. The plenary presentation by [Peter Wheeler](#), PwC on the [Future of Work](#) was very well attended with 172 registered to attend. The presentation focused on the recent international study on the future of work and drew on insights from across industries and leading thought leadership. PwC gave suggestions how these challenges may impact the workforce of Victoria's Water Corporations and how they may be tackled. The plenary session rated very well with 56% rating Peter as excellent and 41% rating Peter as very good. The session was recorded and available to rewatch to all those who registered.

SIG attendance was up 36% on November 2019 despite the Communications SIG not running. The Finance SIG had the highest number of attendees with 56. All SIG meetings rated highly.

When surveyed about attending future IWA events, the majority of respondents agreed a mixture of virtual and face-to-face events throughout the year would be most preferred.



IWA Plenary Session & SIG Meetings – February 2021

The IWA's second plenary session and SIG meetings for the 2020/21 financial year were held on 25 February 2021 and were run virtually. The plenary presentation by [Victor Perton](#) on the topic of *Optimism and Innovation: Building Your Realistic and Infectiously Optimistic Innovation Team* was very well attended with 165 registered to attend. Victor is the Founder and Chief Optimism Officer of The Centre for Leadership, the offspring of The Australian Leadership Project. The presentation focused on innovation in an increasingly risk averse public sector world. With innovation requiring an optimistic mindset, Victor spoke on how you can build an optimistic team to support your innovation agenda. The plenary session rated very well with 60% rating Victor as excellent and 35% rating Victor as very good. The session was recorded and available to rewatch to all those who registered.

SIG attendance was up 40% on March 2020. The Finance SIG had the highest number of attendees with 50. All SIG meetings rated highly.

When surveyed about attending future IWA events, there was a fairly close split between respondents who preferred a mixture of virtual and face-to-face events throughout the year and respondents who preferred all IWA events to be hybrid, with the option to attend each event virtually or face-to-face.



IWA Plenary Session & SIG Meetings – July 2021

The IWA's third plenary session and SIG meetings were held on 15 July 2021 and were run virtually. The plenary presentation by Dr Lucas Carmody on the topic of [*Going Circular: The opportunity to transition to a more circular Australia*](#), and was very well attended with 96 registered to attend. [Dr Lucas Carmody](#) is a circular economy expert, who works in PwC Australia's Infrastructure team. The presentation focused the steps we need to take for a more circular economy. The plenary session rated very well with 39% rating Lucas as excellent and 62% rating Lucas as very good. The session was recorded and available to re-watch to all those who registered.

SIG attendance was down 10% on July 2020. The June/July event is typically the lowest attended event on the annual events calendar with the reduced amount of SIG Meetings due to the availability of certain sectors. The highest attended SIG meetings included: Human Resources, Customer Service and Communications with 33, 35 & 34 attendees each respectively. All SIG meetings rated highly.

When surveyed about attending future IWA events, the majority of respondents agreed a mixture of virtual and face-to-face events throughout the year would be most preferred.



Special Interest Group (SIG) Reports 2019/20 Overview

Corporate Governance

Purpose

Provide a forum for sharing information, networking and professional development on:

- governance issues
- trends and best practice in the Victorian water industry

Meetings

Meeting	Key items
19 November 2020 34 Attendees	<ul style="list-style-type: none"> • Governance Professional’s Dilemma: group discussion with Julie Garland McLellan, Governance Consultant, of a case study • Legislative Compliance Update Services: group discussion of whether water corporations would jointly obtain these services • Update on Ombudsman’s activities with Vanessa Twigg, Victorian Ombudsman • Key insights from the AICD/GIA report <i>Learning from COVID-19 – Lessons for now and beyond</i> with Catherine Maxwell, General Manager Policy and Advocacy, Governance Institute of Australia • Annabel Mooney, Acting Director, Sector Governance and Support, DELWP, provided an update on DELWP key focus areas
25 February 2021 22 Attendees	<ul style="list-style-type: none"> • Governance Professional’s Dilemma: group discussion of a governance case study • Board’s role in culture: Chris Dalton discussed with the group the AICD December 2020 report Governing Company Culture • Role of Victorian Public Sector Commission (VPSC): Verity Harris, VPSC, discussed with the group the role of the VPSC • Annabel Mooney discussed with the group DELWP key focus areas
15 July 2021 24 attendees	<ul style="list-style-type: none"> • Governance Professional’s Dilemma: group discussion of a governance case study • ‘Show and Tell’: review and discussion of GMW’s Integrity Register • A Shift in Expectations: John O’Donoghue, PWC partner, discussed with the group the challenges and opportunities of Environmental, Social and Governance (ESG) reporting • Annabel Mooney provided an update on DELWP key focus areas

Feedback

SIG attendees complete a feedback questionnaire after each meeting. One question asks attendees to rate the overall meeting. Results for this question were:



Overall meeting rating	November 2020	February 2021	July 2021
Excellent	80%	33%	58%
Very good	20%	53%	25%
Good		14%	8%
Fair			9%
Poor			

Attendees also rated each meeting session and provided ideas on future meeting topics. This feedback was helpful in shaping the Agenda of meetings.

Chris Dalton
Corporate Secretary
Goulburn-Murray Water



Customer Experience

Purpose

The Customer Service SIG exists to provide a forum for sharing information, networking and professional development in the Victorian water industry.

Attendance

The Customer Service SIG was well attended in 2020/21. The first virtual SIG Meetings were held on-line in July 2020 due to the COVID-19 restrictions. The Customer Service SIG saw in excess of 50 participants join the hop off and on sessions. Attendances for November and February had participants from both metropolitan and regional areas due to flexible delivery model.

Attendees and demographic

Customer Service consistently had attendees from both regional and metropolitan water corporations as well as Southern Rural Water. The Essential Service Commission (ESC), Energy & Water Ombudsman (EWOV), WSAA & Vic Water all presenting during 2020/21.

Major challenge(s)

The Customer Service SIG group identified industry wide issues that could benefit from a collective and collaborative industry approach during 2020/21. These include:

DFFH Working Group – established to collectively review current Department of Families, Fairness & Housing - DFFH - (formerly DHHS) Contract Aimed at working together as an industry to suggest and influence changes to the DFFH Contract that would benefit customers and align with current Covid-19 landscape.

Meetings

Throughout the 2020/21 year, the Customer Service SIG meetings had an increased focus on the Covid-19 impacts on customer vulnerability, Water Corporations processes and procedures and regulator priorities. Topics covered include:

November 2020

Presentation: Energy & Water Ombudsman Insights into Covid-19
Presenter: Cynthia Gebert, Energy & Water Ombudsman, Victoria

Presentation: "Strategies for best Customer outcomes in 2021" How to navigate the new landscape – Vulnerability, Hardship and Customer Expectations

Presenter: Jodie Bedoya, Director - E-matrix Collections & Vulnerability Training Specialists

ESC - Q & A Session

Opportunity for water corporations to raise questions in relation to risks and challenges during COVID-19 and the emerging environment.

Presenters: Marcus Crudden Executive Director Price Monitoring and Regulation, Lucy Weston, Project Manager Customer Engagement, ESC

Presentation: VicWater Update on Improving Concession Registration Process

Presenter: Peter Morison, Chief Executive Officer, VicWater



Share 2 Slides – Management of Non-Residential Tenancies (2 – 3 minutes per Water Corporation)

Discussed how do organisations manage NRT's – ie managing and registering non-res tenant, the bill, and any trade waste consents.

February 2021

Negotiating the new Department of Families, Fairness & Housing - DFFH - (formerly DHHS) Contract

Conversation to discuss things we want to be addressed as part of the new contract:

- Timeliness of concession audits – don't drag out for months or even a year
- KPIs when URGs will be processed
- Contact for escalations at URGs office – not general phone line.
- Something like the SA model for pushing concession data to us
- One consent message not multiple???
- Admin fee on URGs
- Record scripts to LOTE
- Privacy
- Incontinence Allowance
- HEMA Dialysis

Rosemary Lowe
Quality & Training Team Leader
Greater Western Water



Educators

Purpose

The purpose of the Educators Special Interest Group is to allow educators from Victorian water businesses to share ideas, hear from expert guest speakers, develop resources that can be shared, visit other educational sites and discuss education related current issues.

Collectively, the group have a rich diversity of skills and experience including teaching, stakeholder engagement, media relations and marketing. The meetings provide networking opportunities and professional development.

Victorian water businesses often only have one education staff member who may perform multiple roles, so sometimes time is a challenge. Major stakeholders / organisations with close linkages: DELWP SWEP program, ResourceSmart Schools, Smiles for Miles, Department of Education and Training Victoria, local schools, early learning centres and tertiary institutions.

Meetings

Educators SIG meetings are held twice a year.

Throughout the 2020/21 year, the Education SIG meetings covered a range of topics, as shown below:

October 2020

Convened by Western Water and held virtually via Zoom (attended by 19 participants)

Topics discussed:

- National Water Week poster competition state-winners announced and discussion around online submission process.
- Representative update: DELWP & SWEP provided the group with relevant updates.
- Individual updates: Each representative provided an update on their program and how they have adjusted to delivering resources online.
- National Water Week on-line learning festival discussion.

February 2021

Convened by Barwon Water and held virtually via Zoom - (attended by 18 participants)

Topics discussed:

- Representative update: DELWP, SWEP and AWA provided the group with relevant updates.
- Individual updates: Each representative provided an update on their program
- National Water Week poster competition planning for 2021
- Explore your backyard event planning
- Adobe animation tutorial

Fernando Garcia
Education Officer
Barwon Water



Energy & Greenhouse

Purpose

To provide a forum to share information regarding energy and greenhouse gas management in the Victoria Water Industry.

Attendees:

- November 2020 - 23 attendees from 12 Water Corps (plus DELWP and WSAA).
- February 2021 – 29 attendees from 13 Water Corps. (plus WaterRA)
- July 2021 – 34 Attendees from 14 Water Corps. (plus DELWP)

Major Challenges: Full year of virtual-only meetings due to pandemic, meeting emissions reduction pledge targets, setting new 2030 SoO targets, planning for carbon offset projects, reducing Scope 1 nitrous oxide emissions from wastewater treatment plants

Major stakeholders/organisations: DELWP (Energy and Water), Intelligent Water Networks, Water Services Association of Australia

Meetings

Throughout the 2020/21 year, the Energy and Greenhouse SIG meetings covered a range of topics, as shown below:

November 2020

- Virtual Energy Networks (ReThink Sustainability/ShineWing)
 - Joint presentation with Finance SIG
- ZEW PPA Update (ZEW)
- Carbon Offsets Functional Requirements Tool (Melbourne Water)
- IWN Energy and Carbon Program update (IWN)

February 2021

- WSAA Willingness to Pay for Carbon Offsets project (WSAA)
- Corporate Emissions Reduction Transparency Report (Yarra Valley Water)
- Carbon Offsets Accounting Approach (Port Phillip CMA and Water Corps)
- Update on VRET 2 (DELWP)
- DNSP Tariff Changes (Barwon Water)
- Mandating SPC Contracts (group)

July 2021

- Adding a Battery to your BTM Solar project (Barwon Water)
- What's your 2030 Target? (Group)
- DELWP SoO Approach and Dates (DELWP)
- Statewide CMA Offsets Project (Paula Camenzuli)

Murray Dancey
Program Manager Carbon Neutrality
Wannon Water



Environment

Inaugural meeting at the July conference was a great success, with 18 attendees from 13 water authorities.

The group are positive about the contribution to the water industry these ongoing meetings will have and are looking forward to building relationships across the Victorian Water Industry through the SIG platform. The wide array of specialisations held by those present gave a good overview of environmental management across the water industry, and highlighted gaps in knowledge to some present.

Key themes discussed this year centred around the introduction of the new Environment Protection Act and the General Environmental Duty and the changing nature of regulatory bodies regarding water industry activities; waste management and better understanding the new requirements on water corporations in managing wastes; and risk management.

Discussing partnerships with traditional owners and the positive outcomes for communities as a result of these emerging partnerships and the challenges of a changing climate and what this may mean regarding environmental emergency preparedness has been an ongoing discussion topic.

Benefits of the SIG have already been realised when familiar faces appear in meetings facilitated by other organisations and a common knowledge base is present. We are looking forward to continuing to build relationships and share knowledge through the SIG platform for years to come.

Alice Russell
Environment Officer
Goulburn Valley Water



Executive Assistants

Purpose

The Executive Assistant (EA) SIG exists to provide a forum for sharing information, networking and professional development in the Victorian Water industry.

Ensuring that EA SIG objectives were met during 2020/2021; SIG meetings provided a platform for members to present on topics of interest, workshop and discuss current issues. EA SIG attendees are a combination of metro, regional and rural water businesses. SIG attendance has increased in recent years to approximately 20 attendees per meeting.

Due to COVID-19 pandemic the annual Victorian Water Industry EA/PA breakfast did not take place this year and all EA SIG meetings were convened via Zoom.

Members discussed in length the impact of lockdown at all meetings, working from home, a new way of working, managing remote learning for children, concerns going forward and their wellbeing and that of their colleagues and family members, how to stay connected and changes to the workplace post-Covid lockdowns.

New EA SIG Convenor from November 2021: Julie Douglas (Greater Western Water) concluded her one year term as Convenor in July 2021 after being Deputy Convenor in the prior period. Roslyn Shipton (Yarra Valley Water) is the new EA SIG Convenor with Antoinette Moar (South Gippsland Water) EA SIG Deputy Convenor for the coming year.

Meetings

Throughout the 2020/2021 year, the Executive Assistants SIG meetings covered a range of topics as shown below:

19 November 2020 (virtual meeting)

Guest speaker: Simon Norcott, Regional Sales Director from Diligent demonstrated the Diligent Agenda Builder, Minutes and Actions module, Voting and Questionnaire functions in Diligent.

A workshop was facilitated by Lisa Hepworth and Leanne Davis from Goulburn-Murray Water about "How to explain what an EA does to colleagues and external parties."

Discussion led by Sonya Andrews and Caryn Crawford from Goulburn-Murray Water regarding supporting multiple bosses. The group broke into breakout groups and brainstormed various questions before returning and sharing outcomes.

25 February 2021 (virtual meeting)

Presentation by Ros Pereira from Yarra Valley Water on creating habits to get 1% better every day, based on the book 'Atomic Habits' by James Clear the group heard how Ros has applied some techniques in the book and the changes that have occurred.

Lee Williams, People and Capability, Melbourne Water led a group discussion on how to advance your EA career within the Water sector. There was a robust conversation that ranged from making small changes to making yourself visibly noticed within the workplace and using your transferrable skills and not only being of service to the business as an EA.

Guest presenter: Gabby Sundstrom – Yarra Valley Water presented on Thriving Communities Partnership (TCP), the purpose was to obtain ideas from EA SIG on how specific problems may be solved and to seek assistance.



15 July 2021 (virtual meeting)

Presentation by Marilou Hudson – Yarra Valley Water on Communicating with Confidence. The group watched a video and then Marilou led the group through a discussion about the video and communicating with confidence.

Bron Venables from Yarra Valley Water led a group discussion with input from members of Yarra Valley Water team on meeting protocols/business rules – what works, doesn't work and what has been tried. Discussion focussed on how to improve meeting rigour and diary efficiency.

Julie Douglas
EA to Managing Director
Greater Western Water



Finance

Purpose

- SIG purpose: To consider Finance issues relevant to the Victorian Water Corporations, including Industry and Regulatory Updates, Accounting Policy and Standard changes, and provide for the sharing of best practice with peers.
- Attendance: both meetings held remotely via Teams were well attended with demographic of regional, metro, rural and regulator.
 - November 2020 – 49 attendees, 12 guests
 - March 2021 – 37 attendees, 14 guests
- Major stakeholders/organisations with close linkages: Victorian Auditor General's Office (VAGO), Department of Environment, Land, Water and Planning (DELWP), Department of Treasury and Finance (DTF), Department of Treasury and Finance (DTF). The chair also worked closely with the VicWater Finance Issues Steering Group (FISC).

Meetings

Throughout the 2020-21 year, the Finance SIG meetings covered a range of topics, as shown below:

November 2020

- All members provided an update from each Water Corporation around the state;
- DELWP update with a focus on COVID 19; Q&A – Stuart Craven;
- VAGO: 2019-20 Accounts update and 2020-21 Themes – Paul Martin;
- Virtual Energy Network - Cost reduction from renewables/ waste to energy perspectives – presented by Justin McFarlane ReThink Sustainability;
- Navigating the 'New Normal' – presented by Amy Senti & Andrea Takac PWC:
 - Technology & Tools, New world, new skills;
- FISC (VicWater): Update of current work program including puddle accounts, 2021 revaluation – presented by James Cleaver;
- TCV Economic Update – presented by Emma Lawson;
- Round table special interest topics:
 - Implementation of cost drivers, Opex v Capital Expenditure considerations.

February 2021

- VAGO: Audit and Financial Reporting Themes for 2021/22 – Paul Martin;
- Foreign Exchange Risk Management – Jonathan Kovac (DTF);
- Corporate Plan Guideline and Letter of Expectation – Barb Chaplin (DELWP);
- All members provided an update from each Water Corporation around the state;
- Financial Issues Steering Committee (FISC) Update including Puddle Accounts – James Cleaver (VicWater) and Daina Klunder (KPMG);
- TCV Economic Update – Emma Lawson (TCV);
- General business including Expression of Interest for SIG Convenor role

Isabelle Cancino
Senior Financial Planning Analyst
Yarra Valley Water
Finance SIG Convenor

Kathy Hawke
CFO, Manager Finance
Westernport Water
Deputy Finance SIG Convenor



Human Resources

Purpose

The Human Resources Special Interest Group exists to provide a forum for water industry HR professionals to share information, network and access professional development in the Victorian Water Industry.

Attendance

averages around 20-25 participants – all water corporations are well represented.

Major Stakeholders/Organisations with close linkages: Water Services Association Australia (WSAA), VicWater (L&D Group and Diversity & Inclusion Steering Committee)

Meetings

Throughout the 2020/21 year, the Human Resources SIG meetings covered a range of topics, as shown below. At each meeting sessions are also set aside for discussion of EA bargaining experiences and an around the room update for sharing projects and key items of interest. These sessions are particularly valuable for all attendees in sharing learnings and information. All meetings throughout the year were held virtually via MS Teams due to COVID-19.

November 2020

Industry Survey - Impacts of COVID-19 - Presentation by Mark Chilcott, Insight Pay. Mark presented the results of a survey of employers across NZ and Australia showing what changes have been made to pay and benefits due to the COVID-19 pandemic.

Engineer Registration - Presentation by Alesha Printz, Engineers Australia. Alesha provided an update on the new requirements for registration of Engineers and the possible impacts for water corporations.

Resilience - Presentation by Katie Foulkes, Dual Olympian, High Performance Coach and Researcher. In reference to the pandemic, Katie spoke about the research she is undertaking in the field of resilience, focusing specifically on whether individual factors, environmental factors or a combination of both affect an individual or group's response and resilience to challenges.

Around the room: EA bargaining experiences - Each attending corporation shared current and recent EA experiences.

February 2021

Intelligent Water Networks (IWN) Leadership Program Update - Presentation by Lucy Gaylard, IWN. Lucy provided an update on the IWN program including staff development opportunities, IWN survey results and IWN Diversity & Inclusion ambitions.

Leadership Development Opportunities – Presentation by Wei Li Wong, Swinburne University. Wei Li provided an overview of some collaborative leadership development opportunities with Swinburne University available for the water industry.

VicWater Internal Secondments Program - Presentation by Jo Lim. Jo presented on the new VicWater Internal Secondments Program.

Around the room: EA bargaining experiences - Each attending corporation shared current and recent EA experiences.



Around the room: Managing return to the office - Each attending corporation outlined current strategies, priorities and challenges being faced with the considerations of a return to the office after the extended lockdown in 2020.

July 2021

Engineers Australia Engineering Workforce Credentialing - Presentation by Noel Dos Santos and Kim Ralston, Engineers Australia. Noel and Kim provided a presentation on their new workforce credentialing model that enables water corporations to credential their engineers to state and international standards in engineering competence whilst meeting the new requirements of registration.

COVID-19 and the HR perspective - around the room - This was an opportunity for all attendees to share experiences and continued learnings from the last few months including ongoing and new requirements from DELWP.

Gender Impact Assessments – Presentation by Dr Niki Vincent, Public Sector Gender Equality Commission. Dr Vincent presented on the requirements of the Gender Equality Act with a key focus on Gender Impact Assessments.

Around the room: EA bargaining experiences - Each attending corporation shared current and recent EA experiences.

Emma Harry
Manager people, culture & safety
Westernport Water



Information Technology

Purpose

- The IT/Digital SIG aims to share lessons learned, strategic thinking and vendor presentations within the Water Industry.

Attendance

- Attendance was steady during the year.
- Attendees came from various Water Corporations with strong attendance from rural and regional representatives.
- Unsurprisingly COVID-19 continued to present challenges and was generally a focus of discussions throughout the year. Enterprise architecture and innovation were other themes explored.
- The 'Teams' collaboration site, hosted by CHW, continues to be used as a centralised portal for the SIG.

Meetings

July 2020

- DHHS 'COVID-19 Data and Analytics' Presentation
- COVID-19 ICT Response Workshop
- Gartner 'COVID-19 and the Future' Presentation
- 'Around the state' session

November 2020

- PWC Plenary Keynote Presentation – 'Future of Work – Where to from here?'
- Sportsbet Enterprise Architecture and response to COVID-19
- Enterprise Architecture Workshop facilitated by Matt Henderson (GVW)
- 'Around the state' session

March 2021

- Plenary Keynote Presentation – 'Optimism and Innovation: Building Your Realistic and Infectiously Optimistic Innovation Team' – Victor Perton
- AWS Innovation Workshop
- PEXA Presentation (Customer Service and IT/Digital Joint session)
- IWN ICT State of Play Report
- 'Around the state' session

Conclusion

The November 2021 meeting will be my last as convenor. I have enjoyed the role and have been privileged to give back to a group that I have been involved in for many years and got so much out of. I look forward to supporting the new convenor as they take on the role for the next 2 years. Hopefully we will even be able to meet in person in 2022!

Ryan McGowan |
Goulburn Valley Water
Manager – Digital Operations



P/R & Communications

Purpose

The Communications & Engagement SIG provides a forum to share insights, collaborate and address topics of interest within the water industry. It also provides a networking opportunity for communication and engagement specialists.

Meetings were well attended with around 25-35 attendees, plus speakers at each. An excellent cross-section of representatives from rural and urban water corporations participated in two virtual SIGs.

Meetings

Throughout 2020/21, the SIG meetings covered a range of themes including all forms of engagement, digital metering and customer portals, emergency management and the challenges of communicating and engaging during the pandemic. DELWP continued their involvement as a regular presenter. Details of topics are outlined below.

July 2020

- DELWP/MO update
- Update from all on communications and engagement in a time of coronavirus (COVID-19) – lessons and challenges
- Annual Report update, guide and timeline (DELWP, Sector Engagement)
- New ways of working round table

November 2020

- No SIG held

February 2021

- DELWP update and advice on priorities
- Next Gen Engagement Model (Melbourne Water)
- Birregurra Sustainable Communities and digital metering (Barwon Water)
- Communications and engagement in a time of coronavirus
- Traditional Owner engagement initiatives
- Pricing submission engagement

February 2021 saw Bernadine Phelan's final SIG as Convenor. The SIG membership would like to sincerely thank Bernadine for her efforts and commitment to enabling opportunities for sharing and collaboration. Bernadine also finished her role at Southern Rural Water in July 2021. We wish her all the best for whatever the future has to offer.

The Communications and Engagement SIG is yet to formally appoint a new convenor.

Adele Rohde

Manager Community and Engagement, GWMW

on behalf of

Bernadine Phelan (SIG Convenor during 2020/21)

Communications and Engagement Manager, Southern Rural Water



Technical Services

Purpose

To consider Technical Services issues relevant to the Victorian Water Corporations, including:

- asset management; asset planning, technical, economic and financial project definition
- asset management systems; policies, processes, computer-based and other support tools
- strategic, master & development planning; sewerage system management plans
- capital works and project delivery
- service delivery, operation and maintenance
- treatment facilities and processes
- risk management
- environmental management
- resourcing, engineering and technical-related functions
- changes to regulations, legislation or codes of practice

Attendance

	Nov 2020	March 2021
Consultant/contractor	9	9
Metropolitan	5	4
Regional	6	6
Rural	3	3
	23	22

Major challenge(s)

- Attracting regional / rural authorities to attend SIG meetings – virtual setting improved this.
- Finding Water Authority to support/ Co-Chair. Consultants are keen to help.
- Time/ availability to establish meaningful and relevant agendas

Meetings

November 2020

- Upper Yarra Dam project
- Contracts AS2124/4300 Rewrite

Feb 2021

- Update on new Water Industry standard contracts working group (VicWater)
- Asset management and lifecycle optimisation framework and tool
- Impact of heavy transport on Water Corporation assets – Understanding Water Corporations experience (RRV & DELWP)

July 2021

- No meeting held

Melissa Barras
Manager, Program Management Office
Greater Western Water



Membership of the Institute as at 30 June 2021

HONORARY MEMBER

Bernie Cummins

FELLOW (HON. LIFE)

David Roberts (dec)
 Neil Brennan
 John Maglen (dec)

FELLOW (HON. LIFE RET.)

Barry Leach
 Graeme Jolly
 Jack Austin
 Jim Martin
 John Wilkinson
 Laurie Gleeson (dec)
 Leslie Mathieson
 Robert Jordan
 Robert Leslie
 Robin Fletcher
 Ron Dudley

FELLOW (RET.)

Barry Norman
 Geoff Michell

FELLOW

Brett Millington	Mildura Regional Development
David Thomas	Western Water
David Ryan	SA Water
Glenn Berwicke	Goulburn Valley Water
Ian Johnson	Water Futures Consulting
Les McLean	
Pat McCafferty	Yarra Valley Water
Paul O'Donohue	Central Highlands Water
Peter Robinson	PT3B Consulting Pty Ltd
Peter Quinn	Goulburn Valley Water
Sarah Johnston	East Gippsland Water
Tony Wright	VicWater

ASSOCIATE

Ann McCurley	Gippsland Water
Chris McLeod	Barwon Water
Christina Bassani	Goulburn Valley Water
Craig Heiner	North East Water
Daniel Hogan	Goulburn Valley Water
Dona Tantirimudalige	Yarra Valley Water
Donald Vincent	GHD
George Wall	WIOA
Joanne Church	Goulburn Valley Water
Joanne McBain	Wannon Water
Mark Williams	G-WM Water
Mathew Scott	East Gippsland Water
Peter Jacob	Marsden Jacob Associates
Peter Johns	PBJ & Associates
Phillipe Du Plessis	South Gippsland Water
Rebekah Foster	Central Highlands Water
Thomas Fricke	GHD Pty. Ltd.

MEMBER

Andrew Dilley	Wannon Water
Andrew Jeffers	Wannon Water
Annette Katiforis	South Gippsland Water
Anthony Norrish	GHD
Anthony Hernan	North East Water
Brian Radford	Downer
Carolyn Reilly	Western Water
Charmaine Quick	Goulburn-Murray Water
Chris Murdoch	Goulburn Valley Water
Ciara Sterling	Yarra Valley Water
David Kirby	AWA
Emma Harry	Westernport Water
Gavan O'Neill	Melbourne Water
Graham Holt	Western Water
Ian Edwards	Formbird
Isabelle Cancino	Yarra Valley Water
Jacinta Emmacora	Wannon Water
Jeff Haydon	Central Highlands Water
Julie Douglas	City West Water
Julie Logan	Southern Rural Water
Kellie King	Wannon Water
Mark Bartley	HWL Ebsworth
Mark Hosking	Formbird
Matt Houdyk	Western Water
Megan Kruetzer	Coliban Water
Melissa Barras	Western Water
Michael Watson	Barwon Water
Nicole Cooper	Western Water
Neville Pearce	Western Water
Paul Kerrins	Goulburn Valley Water
Peter Quigley	Westernport Water
Rachael Nuttall	SUEZ
Rebecca Jhonston	North East Water
Rosemary Lowe	Western Water
Roslyn Shipton	Yarra Valley Water
Ryan McGowan	Goulburn Valley Water
Samantha Fisher	Western Water
Sarah Cumming	Gippsland Water
Stephen Carter	Central Highlands Water
Steven Nye	Calibre Group
Suzanne Knight	DELWP
Tanya Finnen	North East Water

RETIRED MEMBERSHIP

Terence Larkins
 Mark Lawlor
 Vernon Robson
 Merv Hair



Members & Sponsors 2020/21





Treasurer's Report

The 2020/21 financial year saw all three events being online SIG's, with no conference or Dinner events held. The only significant expense being the VicWater Shared Services fee for organising the SIG events. Membership fees were still charged to Water Corporations and Individual members. Administration fees were less than previous years due to no Laurie Gleeson Award being presented and the annual SIG convenors strategy session and year-end event not being held. The net result for the financial year was a surplus of \$77,878 which has assisted in replenishing cash reserves.

The following is a high-level summary of results for the past five years.

Year Ending 30 June:	2021	2020	2019	2018	2017
Events:					
SIG	3	3	3	2	3
Conference Dinner	0	3	2	2	3
Conference	0	3	3	2	3
Laurie Gleeson Dinner	0	0	1	0	0
Revenue \$k					
Memberships/Other	113	102	95	94	82
Conference/Dinner	0	115	106	69	141
Corporate Sponsorship	0	12	0	0	0
Laurie Gleeson Dinner	0	0	103	0	0
	113	229	304	163	223
Expenses \$k					
Conference/Dinner/SIG	25	190	218	122	219
Laurie Gleeson Dinner & Donation	0	0	98	0	0
Other/Admin	10	24	24	27	22
	35	214	340	149	241
Net Profit/(Loss)	78	15	(36)	14	(19)

Assets include: \$k					
Cash at Bank	193	79	52	87	54
Receivables	16	30	15	45	17
Prepayments	2	2	60	112	24

David Thomas
Treasurer
4 November 2020



Institute of Water Administration
ABN 96 103 789 875
Annual Report 2020/21

Financial Statements

Institute of Water Administration Inc.

ABN 96 103 789 875

Financial Statements

For the year ended 30 June 2021

9/13 Nexus Way

Gisborne VIC 3437

Phone: 03 5428 1077

Email: admin@rtag.com.au



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Board's Report

Your Board members submit the financial accounts of the Institute of Water Administration Inc. for the financial year ended 30 June 2021.

Board Members

The names of Board members at the date of this report are:

- Charmaine Quick - President
- Sarah Cumming – Board Member (Vice President)
- David Thomas - Treasurer
- Samantha Fisher - Secretary
- Andrew Jeffers - Board Member
- Craig Heiner - Board Member
- Peter Robinson - Board Member
- Dona Tantirimudalige - Board Member
- Paul O'Donohue - Board Member
- George Wall - Board Member
- Gavan O'Neill - Board Member

Principal Activities

The principal activities of the association during the financial year were: To provide a forum for sharing information, networking and professional development in the Victorian water industry. IWA's platform for delivering their services includes: 1. Regular conferences addressing strategic and contemporary issues of interest to their target audience. 2. Special Interest Groups which focus on a range of business functions within water corporations. 3. Social networking opportunities to promote fellowship and collaboration through conference dinners; and 4. Distinguished service and professional development awards.

Significant Changes

No significant change in the nature of these activities occurred during the year.

Operating Result

The profit from ordinary activities after providing for income tax amounted to

Year ended	Year ended
30 June 2021	30 June 2020
\$	\$
77,878.15	14,903.33

Signed in accordance with a resolution of the Members of the Board on: 5 November 2021

Charmaine Quick - President

Sarah Cumming - Board Member



Statement of Profit or Loss and Other Comprehensive Income

	Note	2021 \$	2020 \$
Revenue		113,366.41	228,707.67
Cost of sales		(29,744.99)	(204,041.36)
Gross profit		83,621.42	24,666.31
Selling expenses		(381.84)	(753.56)
Administration expenses		(5,361.43)	(9,009.42)
Profit before income tax		77,878.15	14,903.33
Income tax (credit) expense			
Profit for the year		77,878.15	14,903.33
Other comprehensive income:			
Items that will not be reclassified subsequently to profit or loss:			
Items that will be reclassified subsequently to profit or loss when specific conditions are met:			
Total other comprehensive income for the year, net of tax			
Total comprehensive income for the year		77,878.15	14,903.33



Statement of Financial Position

	Note	2021 \$	2020 \$
Assets			
Current Assets			
Cash assets		177,555.19	78,728.39
Receivables		16,254.00	29,845.00
Other		1,728.68	2,340.66
Total Current Assets		195,537.87	110,914.05
Total Assets		195,537.87	110,914.05
Liabilities			
Current Liabilities			
Payables		8,385.00	11,285.00
Current tax liabilities		8,891.34	6,845.67
Other		7,600.00	
Total Current Liabilities		24,876.34	18,130.67
Total Liabilities		24,876.34	18,130.67
Net Assets		170,661.53	92,783.38
Equity			
Retained profits		170,661.53	92,783.38
Total Members' Funds		170,661.53	92,783.38



Statement of Cash Flows

	2021	2020
	\$	\$
Cash Flow From Operating Activities		
Receipts from customers	125,416.26	213,085.39
Payments to Suppliers and employees	(26,630.61)	(186,727.52)
Interest received	41.15	134.36
Net cash provided by (used in) operating activities (note 2)	98,826.80	26,492.23
Net increase (decrease) in cash held	98,826.80	26,492.23
Cash at the beginning of the year	78,728.39	52,236.16
Cash at the end of the year (note 1)	177,555.19	78,728.39



Statement of Cash Flows

2021 **2020**
\$ \$

Note 1. Reconciliation Of Cash

For the purposes of the statement of cash flows, cash includes cash on hand and in banks and investments in money market instruments, net of outstanding bank overdrafts.

Cash at the end of the year as shown in the statement of cash flows is reconciled to the related items in the balance sheet as follows:

Cash at bank	159,844.41	61,029.11
Short Term Deposits	17,710.78	17,699.28
	177,555.19	78,728.39

Note 2. Reconciliation Of Net Cash Provided By/Used In Operating Activities To Net Profit

Operating profit (loss) after tax	77,878.15	14,903.33
Changes in assets and liabilities net of effects of purchases and disposals of controlled entities:		
(Increase) decrease in trade and term debtors	13,591.00	(14,337.00)
(Increase) decrease in prepayments	611.98	58,191.29
Increase (decrease) in other creditors	4,700.00	(51,773.59)
Increase (decrease) in sundry provisions	2,045.67	19,508.20
Net cash provided by operating activities	98,826.80	26,492.23



Statement of Cash Flows

In the opinion of the Board the Statement of Financial Position, Statement of Financial Performance, Statement of Cash Flows and Notes to the Financial Statements:

1. Presents fairly the financial position of Institute of Water Administration Inc. as at 30 June 2021 and its performance for the year ended on that date in accordance with Australian Accounting Standards, mandatory professional reporting requirements and other authoritative pronouncements of the Australian Accounting Standards Board.
2. At the date of this statement, there are reasonable grounds to believe that the association will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the Board and is signed for and on behalf of the Board by:

A handwritten signature in black ink, appearing to read 'C. Quick', written in a cursive style.

Charmaine Quick - President

A handwritten signature in black ink, appearing to read 'S. Cumming', written in a cursive style.

Sarah Cumming - Board Member



Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Institute of Water Administration Inc. (the association), which comprises the statement of financial position as at 30 June 2021, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the certification by members of the Board on the annual statements giving a true and fair view of the financial position and performance of the association.

In our opinion, the accompanying financial report of Institute of Water Administration Inc. is in accordance with the Associations Incorporation Act 1991 including:

- (a) giving a true and fair view of the association's financial position as at 30 June 2021 and of its performance for the year then ended; and
- (b) that the financial records kept by the association are such as to enable financial statements to be prepared in accordance with Australian Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the association in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Information Other than the Financial Report and Auditor's Report Thereon

The Board of the association is responsible for the other information. The other information comprises the information included in the association's annual report for the year ended 30 June 2021, but does not include the financial report and our auditor's report thereon. Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon. In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.



Responsibilities of the Board for the Financial Report

The Board of the association is responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the Australian Capital Territory under the Associations Incorporation Act 1991 and for such internal control as the Board determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Board is responsible for assessing the association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intends to liquidate the association or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- Conclude on the appropriateness of the Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the association to cease to continue as a going concern.



- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Signed on : 4th November 2021

A handwritten signature in black ink, which appears to read 'Judith Peeters'. The signature is written in a cursive style and is positioned above a horizontal line.

RTAG

9/13 Nexus Way

Gisborne VIC

4 November, 2021



Compilation Report to Institute of Water Administration Inc.

We have compiled the accompanying general purpose financial statements of Institute of Water Administration Inc., which comprise the Statement of Profit or Loss and Other Comprehensive Income, Statement of Changes in Equity, Statement of Cash Flows and Statement of Financial Position as at 30 June 2021, a summary of significant accounting policies and other explanatory notes. These have been prepared in accordance with the financial reporting framework described in Note 1 to the financial statements.

The Responsibility of the Board

The Board of Institute of Water Administration Inc. is solely responsible for the information contained in the general purpose financial statements and the reliability, accuracy and completeness of the information.

Our Responsibility

On the basis of information provided by the Board, we have compiled the accompanying general purpose financial statements in accordance with the financial reporting framework and APES 315 Compilation of Financial Information.

We have applied our expertise in accounting and financial reporting to compile these financial statements in accordance with Australian Accounting Standards. We have complied with the relevant ethical requirements of APES 110 Code of Ethics for Professional Accountants (including Independence Standards).

Assurance Disclaimer

Since a compilation engagement is not an assurance engagement, we are not required to verify the reliability, accuracy or completeness of the information provided to us by management to compile these financial statements. Accordingly, we do not express an audit opinion or a review conclusion on these financial statements.

The general purpose financial statements were compiled for the benefit of the Board who is responsible for the reliability, accuracy and completeness of the information used to compile them. We do not accept responsibility for the contents of the general purpose financial statements.

RTAG

9/13 Nexus Way

Gisborne VIC

4 November 2021



Income and Expenditure Statement

	2021	2020
	\$	\$
Income		
Trading profit (loss)	(29,744.99)	(204,041.36)
Revenue	113,325.26	228,573.31
Interest received	41.15	134.36
Total income	83,621.42	24,666.31
Expenses		
Audit fees	800.00	1,590.00
Bad debts	1,500.00	1,150.92
Bank fees & charges	440.00	566.93
Computer Expenses	381.84	753.56
Insurance	2,621.43	2,461.16
Printing & stationery		416.09
Travel, accommodation & conference		2,824.32
Total expenses	5,743.27	9,762.98
Profit from ordinary activities before income tax	77,878.15	14,903.33
Income tax revenue relating to ordinary activities		
Net profit attributable to the association	77,878.15	14,903.33
Total changes in equity of the association	77,878.15	14,903.33
Opening retained profits	92,783.38	77,880.05
Net profit attributable to the association	77,878.15	14,903.33
Closing retained profits	170,661.53	92,783.38



Past Presidents, Secretaries and Treasurers

YEAR	PRESIDENT	SECRETARY / PUBLIC OFFICER	TREASURER
1967-68	J.C.G. Aplin	I.M. Symington	-
1968-69	A.P. Brumley	R.H. Leslie	-
1969-70	A. Dewar	R.A. Fletcher	-
1970-71	A.L. Carr	R.A. Fletcher	-
1971-72	N.P. Haymes	F.D. Trainor	-
1972-73	E.J. Austin J.C.	G. Aplin	-
1973-74	R.H. Leslie	C.J. Paterson	-
1974-75	R.A. Fletcher	A.L. Carr	J.C. Maglen
1975-76	F.D. Trainor	G.G. Scott	J.C. Maglen
1976-77	J.C. Maglen	G.G. Scott	G.J. Kerr
1977-78	E.J. Robbins	A.R. Edwards	G.J. Kerr
1978-79	B.E. Leach	A.R. Edwards	G.J. Kerr
1979-80	R.E. Dudley	N.R. Illig	E.J. Robbins
1980-81	A.R. Edwards	B.E. Leach	E.J. Robbins
1981-82	E.J. Austin / A.R. Edwards	B.E. Leach	E.J. Robbins
1982-83	J.C. Maglan	B.E. Leach	E.J. Robbins
1983-84	L.C. Spitty	B.E. Leach	E.J. Robbins
1984-85	D.J. Roberts	B.E. Leach	L.J. Gleeson
1985-86	J.T. Wilkinson	B.E. Leach	L.J. Gleeson
1986-87	R.E. Dudley	B.E. Leach	J.C. Maglen
1987-88	L.J. Gleeson	B.E. Leach	J.C. Maglen
1988-89	R.A. Jordon	B.E. Leach	J.C. Maglen
1989-90	J.B. O'Brien	B.E. Leach	J.C. Maglen
1990-91	M.W. Brown	B.E. Leach	G.J. Kerr
1991-92	W.J. Hobson / R.A. Fletcher	B.E. Leach	G.J. Kerr
1992-93	G.I. Keith	R.A. Fletcher	G.J. Kerr
1993-94	J.F. Martin	R.A. Fletcher	G.J. Kerr / J.T. Wilkinson
1994-95	N.P. Brennan	R.A. Fletcher / D.R. O'Doherty	J.T. Wilkinson
1995-96	R.A. Jordan	D.R. O'Doherty / R.D. Anderson	J.T. Wilkinson
1996-97	J.T. Wilkinson	R.D. Anderson	R.A. Jordan
1997-98	L.J. Gleeson	R.D. Anderson	R.A. Jordan
1998-99	D.J. Roberts	R.D. Anderson	R.A. Jordan
1999-2000	J.F. Martin	M.J. Wooten	R.A. Jordan
2000-01	D. Cavagna	M.J. Wooten	L.B. McLean
2001-02	R. Leamon	M.J. Wooten / P.A. Quinn	L.B. McLean



2002-03	R. Worland	P.A. Quinn	L.B. McLean
2003-04	L. Gleeson	P.A. Quinn	L.B. McLean / A. Hunt
2004-05	J.T. Wilkinson	P.A. Quinn	A. Hunt
2005-06	D. Heeps	P.A. Quinn	A. Hunt
2006-07	L.B. McLean	P.A. Quinn	A. Hunt
2007-08	L. Mathieson	P.A. Quinn	A. Hunt
2008-09	I. Johnson	S. Johnston / K. Calvi	A. Hunt / D. Cappellari
2009-10	P. Quinn	S. Johnston / K. Calvi	D. Cappellari
2010-11	L. Mathieson	S. Johnston / K. Calvi	D. Cappellari
2011-12	L. McLean	S. Johnston / K. Calvi	D. Cappellari
2012-13	P. McCafferty	S. Johnston / B. Goodwin	D. Thomas
2013-14	P. O'Donohue	R. Foster	D. Thomas
2014-15	B. Millington	R. Foster	D. Thomas
2015-16	J. Adamski	R. Foster	D. Thomas
2016-17	D. Ryan	R. Foster	D. Thomas
2017-18	S. Johnston	R. Foster	D. Thomas
2018-19	D. Tantirimudalige	R. Foster	D. Thomas
2019-20	D. Tantirimudalige	R. Foster / A. Jenkins	D. Thomas
2020-21	C. Quick	S. Fisher	D. Thomas



Notes

